

PSB 3-111
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PSYCHOLOGICAL STRATEGY BOARD

13 August 1951

MEMORANDUM FOR: The Chairman and Members
Psychological Strategy Board

SUBJECT: Organization of Task Panel "A"

1. Task Panel "A" has been organized for the accomplishment of Item II G of the List of Problems for the Director and Staff in Order of Work Priority, 10 August 1951 (Psychological Strategy Plans for Post Armistice contingencies /Korea/).

2. A copy of the Terms of Reference is attached.

3. The group was organized and began work 6 August and has been meeting daily since. Necessary arrangements for the basic papers required by the Task Panel have been made.

4. The composition of Task Panel "A" is as follows:

Mr. Charles B. Marshall
Policy Planning Staff
Department of State

Mr. Wallace W. Stuart
Office of Chinese Affairs
Bureau of Far Eastern Affairs
Department of State

Mr. John A. Hamilton
Program Planning and Evaluation Staff
Public Affairs Area
Department of State

Colonel Woodrow W. Dunlop
Psychological Warfare Division, USAF

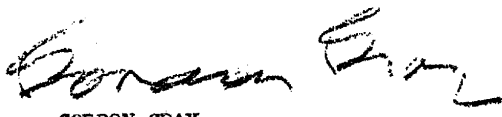
Captain Richard Antrim, USN

Colonel Kenneth K. Hansen
Office of Psychological Warfare
Department of the Army

Central Intelligence Agency

1 Incl

1. Copy Terms of Reference
for Ad Hoc Task Panel "A"


GORDON GRAY
Director

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NSC review(s) completed.

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TERMS OF REFERENCE FOR AD HOC PANEL "A"

1. The Problem: To prepare propaganda and psychological strategy plans of global application in the following order of contingencies:
Plan A: Present armistice negotiations in Korea are broken off.
Plan B: Present armistice negotiations continue over a protracted period.
Plan C: Present armistice negotiations attain any degree of success.
2. Objectives:

PLAN A

- a. To ensure that the policies, attitudes and actions of the United Nations (as they reflect those of the United States) with respect to the initiation and conduct of the negotiations are put forcefully before the world.
- b. Concurrently, to vigorously and persuasively undercut the anticipated Communist propaganda and agitation with respect to the issue.
- c. To prevent relaxation in the attitudes, actions and capabilities of the free world, insofar as these are affected by the course of the negotiations.

PLAN B

- a. To further the early and favorable completion of the negotiations by the application of the total psychological operations means available to the United States.
- b. To ensure that the policies and actions of the United Nations (as they reflect those of the United States) with respect to the initiation and conduct of the negotiations are put forcefully before the world.

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- c. Concurrently, to vigorously and persuasively undercut the anticipated Communist propaganda and agitation with respect to the issue.
- d. To prevent relaxation in the attitudes, actions and capabilities of the free world, insofar as these are affected by the course of the negotiations.

PLAN C

- a. To ensure that the policies, attitudes and actions of the United Nations (as they reflect those of the United States) with respect to the initiation and conduct of the negotiations is put forcefully before the world.
 - b. Concurrently, to vigorously and persuasively undercut the anticipated Communist propaganda and agitation with respect to the issue.
 - c. To prevent relaxation in the attitudes, actions and capabilities of the free world, insofar as these are affected by the course of the negotiations.
 - d. To ensure that the United Nations and the United States are credited before the world with responsibility for the successes, and the Soviet Communist regime is charged with responsibility for the failures.
3. These plans should be clearly focussed upon the problem and objectives stated above. Psychological strategy plans of a wider scope are concurrently under survey.

By Order of the Director:



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KILBOURNE JOHNSTON
Acting Deputy Director

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PSYCHOLOGICAL STRATEGY BOARD

13 August 1951

MEMORANDUM FOR: The Chairman and Members, Psychological Strategy Board

SUBJECT: List of Problems for the Director and Staff in Order of Work
Priority

As the first important task, I have had my staff prepare for your consideration a list of the problems in the field of psychological strategy which are troubling your departments.

Time has not permitted a full staff survey. However, we have obtained from the areas of your departments responsible for psychological operations lists of the problems which they feel require examination by PSP. In addition, my staff, who have been generously loaned to me by your departments, have examined these lists in the light of their own personal knowledge of the problems which are vexing them.

I have had this list organized so as to reflect both their relative importance to the cold war effort, and a workable order of handling by the staff, taking into consideration the phased growth of the staff and the capabilities of the departments to furnish personnel assistance to the staff.

This list reflects a caution I gave my staff which is of great concern to me. In my many talks with those in Washington about the state of our psychological effort, I have come upon many problems which are immediate, are serious and are not being dealt with as effectively as they might be. I appreciate the necessity of the board being personally concerned about each of these. But as I see it, these problems must not be accented by the board and staff without careful consideration of the effect that this may have upon the solution of the board's longer range problems in a systematic and orderly fashion.

I find that the problems coming within the purview of PSP fall into four general categories.

- a. Psychological strategy planning not previously initiated.
- b. Work already in the planning stage or being implemented by departments and agencies, which requires review by PSP in order to fill policy gaps.
- c. Problems for which effective policies exist but which will require implementation planning.
- d. Crisis problems which will arise from time to time.

The list includes only categories a, b and c. In general terms the problems down to and including II C in the attached list fall under category a. My staff has not undertaken at this time to make a specific division among the other categories.

The problems are listed in the first column in approximate order of importance.

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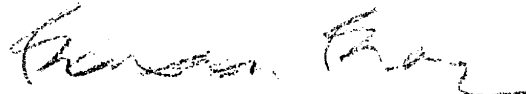
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The work priority for the staff, taking into consideration an adjustment of priority needs to staff capabilities, has been established as indicated in column 3 (Work Priority for the Staff) to include the first 9 items.

The first 4 problems in the Work Priority column are in work or completed.

I have furnished you a progress report on Problem II G (Psychological Strategy Plans for Post Armistice contingencies (Korea)) by separate memorandum. Aside from the problems referred to above, with which the staff is presently seized, I feel that Problem I and Problem II D are of the highest priority. I expect to put before you in the near future a proposal for accomplishing Problem I.

In view of the fact that I am unable at this time to visualize the specific phasing in the augmentation of my staff, I felt that the priorities for the remaining items should not be indicated at this time.


GORDON GRAY
Director

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	Office Having Primary Responsibility for the Staff	Work Priority	Consideration of P&B	Internal Staff Consideration Only	Type
Q. Inter-Allied Psychological Warfare Plans and Organization.	P&P;C	Not Assigned	X		S
R. Review of the psychological strategy situation with respect to [REDACTED]	P&P	Not Assigned	X		S
S. Development of basic psychological strategy plan/program for immediate action in the initial stages of a general war.	P&P	Not Assigned	X		S
T. Provision for development and standardization on a government-wide basis, to the extent permitted by the state of the science, of the techniques of psychological strategy (to include cover and deception methods of a politico-military nature)	All	Not Assigned	X		MEA
U. Survey of operational research resources in support of psychological operations; recommendations for improve research requirements and effort where appropriate.	A, RER	Not Assigned	X		MEA

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Symbols: Dep - Office of the Deputy Director
P&P - Office of Plans and Policy
RER - Office of Analysis, Reports and Review
C - Coordination
JCS - JCS Liaison Office
S - Executive Secretariat
MA - Method and Administrative
- Substantive

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PSYCHOLOGICAL STRATEGY BOARD STAFF WORKING PAPER

LIST OF PROBLEMS FOR THE DIRECTOR AND STAFF IN

ORDER OF WORK PRIORITY

10 August 1951

	Office Having Primary Responsibility	Work Priority for the Staff	Consideration of PSB	Internal Staff Consideration Only	Type
I. Development of strategic plan or plans for cold war — This will encompass:		5	X		S
A. Estimate of present situation					
(1) Formulation of intelligence requirements	P&P	5			
(2) Study of hostile psychological operations employed by the USSR against the U.S. and to determine Soviet objectives and strategies;	A, R&R	5			
(3) Analysis of NSC and other appropriate papers to identify present U.S. aims, purposes and approved programs;	P&P Ln	5			
(4) A general review of present plans for psychological operations;	P&P	5			
(5) Inventory of cold war weapons at the disposal of U.S.; identification of department and agency responsibilities with respect to each;	A, R&R P&P	5 7			
(6) Assessment of the vulnerability of the USSR and its satellites to the utilization by the U.S. of its cold war weapons on the basis of existing studies.	A, R&R	5			
(7) Preparation of a Preliminary Survey Report of the present status of U.S. psychological strategy and operations.	A, R&R	5	X		S
D. A statement of U.S. objectives in the cold war, in terms of specific psychological strategy.	P&P	7	X		S
C. Development of the basic strategic plan and program for the conduct of psychological operations in the cold war.	P&P	8	X		S

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	Office Having Primary Responsibility	Work Priority for the Staff	Consideration of PSE	Internal Staff Consideration Only	Type
D. Delineation, as guidance to the departments and agencies, of responsibilities for psychological operations, in areas not now clearly established.	P&P	Not Assigned	X		S
II. Current Problems					
A. Formulation of list of problems in their order of work priority.	Dep	1		X	NEA
B. Development of the Functions and Organization of PSE Staff	Dep	2		X	NEA
C. Review of the proposed National Psychological Warfare Plan for General War; submission to the NSC with recommendations for action.	P&P	3	X		S
D. Emergency Psychological Strategy Plan to anticipate a possible major shift in Soviet strategy and actions which would be premised on a plausible desire for peaceful co-existence.	P&P	6	X		S
E. Establishment of the administrative relationships of PSE to other government departments and agencies, to include:	Dep	Concurrent		X	NEA
(1) Channels of communication					
(2) Procedure for introduction of papers to PSE					
(3) Establishment of procedures and channels for promulgation of Board decisions					
(4) Definition of scope and applicability of guidance to be promulgated by the Board					
(5) Establishment of procedures for the development, coordination, and implementation of inter-departmental plans in support of Board decisions					
(6) Definition of the nature and extent of departmental and service participation in Board activities					
(7) Relationship of PSE to governmental departments and agencies, including: NSC, JCS, NSRP, POCG, the mechanism created in pursuance to NSC 104.					
(8) Sponsoring the development of systematic planning procedures in the field of psychological strategy on a government-wide basis.	P&P		X		NEA

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		Office Having Primary Responsibility	Work Priority for the Staff	Consideration of PDB	Internal Staff Consideration Only	Type
	F. Policy and techniques with respect to the relationship of PDB to private agencies	P&P;FS	Not Assigned	X		NEA; S
	G. Psychological Strategy Plans for Post Armistice contingencies (Korea)	P&P	4	X		S
	H. Assistance in facilitating logistic and personnel support for cold war operations	C	Not Assigned	X		NEA
25X1	I. Psychological Strategy Plan for	P&P	Not Assigned	X		S
	J. Review of Intelligence support for U.S. psychological strategy.	A,R&R	9	X		NEA
25X1	K. Psychological Strategy Plan for	P&P	Not Assigned	X		S
25X1	L. Psychological Strategy Plan to undermine the strength of Communism in	P&P	Not Assigned	X		S
	M. Review of statement of limitations upon conduct of covert operations contained in NSC 10/2	C	Not Assigned	X		NEA
	N. Review of certain plans for activities vis-a-vis USSR, for example: (a) Defectors (b) "Cancellation" (special contingency) (c) Overload and delay	C;P&P	Not Assigned	X		S
	O. Review of policy decisions on the use of minority groups in psychological operations against the USSR	A,R&R	Not Assigned	X		S
	P. Establishment of policies with respect to land and industrial ownership in the USSR.	P&P	Not Assigned	X		S

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